

# **How to Develop Social Media Marketing Guidelines for a Small B2B Enterprise**

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<p>Real Clean Finland is a small cleaning company founded in 2009; it focuses on business-to-business sales in the Helsinki area.</p> <p>The aim of this thesis is to research business-to-business social media marketing and help formulate guidelines for starting Real Clean Finland's social media marketing efforts. This research seeks to find the easiest and most resource-effective methods and social media channels suitable for B2B marketing. At the time of the thesis process, the company had no established social media presence.</p> <p>Ideas for these guidelines were established through a combination of theoretical study and qualitative research conducted in the spring of 2013. The research was carried out as interviews with two of Real Clean Finland's peer B2B companies and one social media marketing expert company.</p> <p>All in all, the results show that the most beneficial results gained through social media for B2B companies are increases in both the company's visibility and its credibility, as well as improvements in the company's overall image. The best results are reached through a combination of frequent use of blogging and having a social network presence. A company's social media presence should try to create added value for their potential customers and increase their interest through demonstrated expertise.</p> <p>The thesis also details additional measures and considerations that Real Clean Finland should take into account when starting to establish their social media presence.</p>	
<b>Keywords</b> Marketing, social media, B2B enterprises	

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# 1 Introduction

This thesis was created during the spring of 2013. Its main objective was to conduct a research concerning the usage of social media marketing in a business-to-business environment and help establish social media marketing guidelines for Real Clean Finland, a small cleaning company with no pre-existing social media presence. The research was carried out as a combination of a qualitative study and exploration of theories regarding the subject. This chapter gives a further introduction into the objectives, limitations and structure of the thesis.

## 1.1 Objectives and limitations

The main goal of this thesis is to give Real Clean Finland, a small business-to-business enterprise, clear and sensible ideas on how the company could start using social media in their B2B marketing efforts. The main methods for achieving this will be studying the theoretical groundwork laid down in literature and observing how other business-to-business enterprises have used social media in their own marketing. The latter point will be studied in a qualitative research through three interviews with representatives from each company. The most important points of interest include:

- Why do B2B companies use social media?
- What goals have the companies set for their social media marketing?
- How do the companies use social media?
- What social media tools are being utilized by the company?
- Which channels seem to be the most effective in a B2B environment?
- What kind of content does the company create for each social media channel?
- Recommendations for Real Clean Finland's social media strategy based on companies already using social media and suggestions from social media experts

This thesis will only study the usage of social media channels, meaning social networks, micro blogs, video and image sharing services, and blogs. As such, other forms of digital marketing, such as e-mail campaigns or search engine optimization will be left out of this thesis. As Real Clean Finland has no real social media presence yet, this thesis

will mostly address the most commonly used channels of social media, and will mostly focus on the starting phase of the company's social media presence. However, exceptions to this may be made if the interviews bring more uncommon channels that have clearly benefitted the companies using them. The thesis also focuses solely on organic social media marketing – paid advertisements and marketing will not be explored.

## **1.2 Structure of the thesis**

The next chapter of this thesis introduces Real Clean Finland as a company, as well as details their past and current marketing efforts, both with traditional means of marketing and with social media marketing. The chapter will also take a look at the cleaning industry as a whole, and give some information about Real Clean Finland's competitors.

Chapter three will detail the qualitative research that was conducted for this thesis. It will describe the process, the questionnaire and the interviews that led to the results presented in the later chapters.

Chapter four will detail and present the information that was gathered for this thesis. This includes the theories gathered from various literary sources and the interviews conducted with the representatives from the peer and expert companies.

Chapter five will start by drawing conclusions from both the theoretical part and from the empirical interviews. The first part of the chapter focuses on drawing conclusions and combining the information presented in the theoretical and empirical parts. After this, the second part of the chapter uses this information to craft a social media marketing guideline, and seeks to combine it with Real Clean Finland's own marketing strategies.

Chapter six will assess the validity and ethicality of the conducted study. It will also explore the possibilities of how my research could be taken further in the future, and give assessment over my own process while planning and writing this thesis.

## **2 Real Clean Finland**

This chapter introduces Real Clean Finland, its industry and established marketing efforts. The chapter also takes a look at Real Clean Finland's history, its most important competitors and its current presence on social media. Information for this chapter was gathered in an interview with the company's CEO and founder, Jukka Varis, in April of 2013.

### **2.1 Company overview**

Real Clean Finland Oy (RCF) was founded in 2009, although it only entered full function in early 2010. From the beginning the company offered cleaning and upkeep services for offices, office buildings, housing cooperatives and private households. In addition to this, the company provided sanitary items, such soap and hand towels for their customer companies. They also soon began staffing services for other cleaning companies in need for extra work force. (Varis 4.4.2013.)

By 2011, the company had stopped offering cleaning for private households, and the management decided to focus solely on office buildings and housing companies. The staffing service also ended soon after this. In 2013, RCF has expanded its customer base to production facilities in the food industry. RCF mostly operates in the Helsinki area for their office and housing company cleaning activities, but their food industry clients reside in all parts of Finland. At the moment, the company has approximately 40 customers and their yearly turnover is 1.9 million Euros. RCF employs 40 people, 3 of which make up the management of the company. (Varis 4.4.2013.)

### **2.2 Industry overview**

The Helsinki area is home to approximately 500 different cleaning companies. Most of these companies employ less than ten people, and their yearly turnovers rarely exceed three million Euros. It is typical for these companies to be small enterprises run either by one person or a small group of associates, often even families. With a few exceptions, there are hardly any cleaning companies with a turnover between three million

Euros and 100 million Euros. In practice this means that Finnish cleaning companies tend to be either very small, or very big. (Varis 4.4.2013.)

The Finnish cleaning industry is dominated by the three biggest cleaning companies – Lassila & Tikanoja, ISS Service and SOL. Their customers take up about 85% of the whole Finnish customer base. All of these three big companies have a very strong presence in the Helsinki area. This also makes them the most important competitors for RCF. This, added with the numerous smaller cleaning companies that are also present in the capital area makes the overall competition very stiff for RCF. (Varis 4.4.2013.)

### **2.3 Marketing in Real Clean Finland**

As a relatively new and unknown company, Real Clean Finland's primary goals with its marketing are to simply increase its conspicuousness among the Finnish cleaning industry and its clients, and thus also increase the company's customer base. The owners of the company have a long history and a great amount of experience and expertise in the cleaning field. This is also an important part of the message that they want to convey. All in all, RCF uses about three per cent of its yearly turnover for marketing purposes. (Varis 4.4.2013.)

Real Clean Finland's marketing strategy has always been strictly tied to customer references. Because of this, the company always strives to ensure the greatest amount of customer satisfaction with their current customers. To ensure this, a field leader is assigned for each customer. This person will contact the customer on regular intervals to ensure that their needs are met. This also gives the service a more personalized feeling. In addition to ensuring customer retention, these customers can then be used as references to increase trust in other potential customers. In some cases RCF's client companies even recognize the need for better cleaning services in their partner companies, and recommend RCF to them. RCF has also formed partnerships with estate managers. Estate managers take care of upkeep of their appointed housing cooperatives. Cooperation with RCF means that the estate managers combine their services with RCF's cleaning service, making the end product much more comprehensive. (Varis 4.4.2013.)



## **2.4 Social media marketing in Real Clean Finland**

Real Clean Finland has never emphasized social media marketing. The company's only social media activities were limited to a few Facebook advertisement banners for private households. Varis stated that so far the company's customer contacts have not based their purchasing decisions on social media, and thus, RCF has had no application for it. At the moment, RCF has no presence in any channel of social media, and the company lacks the expertise for forming a marketing plan for social media. (Varis 4.4.2013.)

### 3 Conducting the research

As stated in chapter one, the purpose of this thesis is to study the possibilities that social media offers for B2B marketing, as well as give ideas and advice for Real Clean Finland to formulate guidelines for their own social media presence. This will be achieved by studying theories regarding social media marketing, and by conducting a qualitative research with two peer companies, Oy Delta-Enterprise Ltd and Prove Expertise Oy, and one social media expert company, Oy TuloksenTuplausToimisto Ab.

The choice of theories was based mostly on the texts' relevance to the chosen topics. In this sense, the focus is on using sources that had more to do with business-to-business side of social media marketing. When reviewing the source texts, some research was also done regarding the author's expertise on the subject.

The theoretical framework begins with definitions for marketing, social media and different social media channels. The focus then moves to discussing marketing applications for both social media as a whole as well the various social media channels, both in general terms and in a business-to-business sense.

As for the empirical part of this thesis, the qualitative form of study was chosen. A qualitative study focuses on a smaller, more closely selected focus group. It seeks to interpret the participant's needs, values and ways of thinking. The method is commonly used to get a more in-depth look into the participant's behavior. It also focuses solely on the essential issues that are to be studied and gives a notably better understanding of the participants' perspective to the issue. (Hautakoski 2013, 4- 6.)

Instead of more structured or statistical analysis, a qualitative form of study focuses on detailing the participants' own viewpoints and ways of thinking. The form of the collected data is not strict, either, since it can be collected in almost any form. The direction of the study can also be further controlled with additional questions concerning a topic. This allows the study to be more flexible according to the participants' answers. (Matthews & Ross 2010, 141 – 142.)

A qualitative study was chosen because this thesis required a very close look at the participants' social media marketing efforts, their goals and the results that they are achieving. It was important that these questions would be studied very closely, as the topic required for the study to provide a very in-depth understanding of the companies' social media marketing processes. The qualitative form of study also allowed the interviews to be more flexible, as questions could be easily added and elaborated upon.

While three companies is a relatively small focus group, the amount of information gathered in the survey was deemed to be enough for a small company with no established social media presence.

The contacts for the survey were acquired through the author's personal networks. The choice of the companies was based on their size, turnover, their focus on B2B marketing and the strength of their existing social media presences. Also, the expert company, Oy TuloksenTuplausToimisto Ab, was chosen due to a recommendation from, Oy Delta-Enterprise Ltd's representative.

The questions in the survey were based on logical assumptions about the starting phase of a company's social media presence as well some points from the theoretical framework. The questions were designed so that they answer three basic questions:

- Why does the company use social media?
- How do they use social media?
- Which social media channels have been most useful for them?

These questions were then explored and expanded upon.

The first part of the questionnaire mostly deals with the basic background information of each participant's company. It establishes the company's size, industry and turnover. It also explores their customer base and target audiences.

The second part seeks to establish the companies' current methods and traditional sales and marketing, their sales processes and sales force.

The third part explores the use of additional tools for the company's sales and marketing efforts, such as CRM software, company web pages the use of social media.

The fourth part seeks a deeper insight into the company's social media activities. The first questions aim to establish the general goals and reasons for the company's social media presence. The questions then explore how social media is used, how its use is measured and whether or not the usage is controlled or guided. After this the questionnaire goes into more detail about each of the company's chosen channels of social media. It seeks to establish how they are utilized and what kind of results each channel achieves.

The entire questionnaire can be found at the end this thesis (Appendix 1).

## **4 Developing social media marketing guidelines for RCF**

This chapter describes both the theoretical information and the data gathered through the qualitative study that are used to help establishing RCF's social media marketing guidelines in chapter 5. The first paragraphs detail the theoretical framework, while paragraph 4.2 focuses on the empirical part.

### **4.1 Possibilities according to the theory**

This part will explore the possibilities that social media marketing provides for B2B companies based on theory. The theory laid out in this chapter is based on various sources, ranging from Finnish and American literature concerning social media to e-workbooks found online. As social media is in a constant stage of evolution, it was important for the author to find theoretical sources that are still relevant and up-to-date. This limited the viable sources of theory to the more recent publications. The expertise of the sources' authors and the source's relevance to the B2B-environment were also taken into account.

#### **4.1.1 Social media marketing**

Marketing can be shortly defined as a means for a company to satisfy customer needs while achieving profit. This means creating marketing promises and images through different value propositions, and meeting these expectations by supporting the customer's own value-generating processes. Because of this successful marketing leads to "supporting value creation in the firm's as well as its customers' and other stake holders' processes". (Kotler et al 2009, 6 -7.)

"Net Promoter Score" is a tool created for measuring customer loyalty. It is based around surveying a company's customer base and finding out what percentage of the customers would be willing to recommend the company to their family, friends and other associates. It divides a company's customers into three categories:

- Promoters, who recommend and refer the company's products and services to others and show the highest probability for repurchases

- Passives, who are less likely to repurchase, and are likely to switch to another product or service if they find a better deal
- Detractors, who spread a negative image of the company and thus dissuade potential customers from buying

The score is calculated by deducting the percentage of detractors from the percentage of promoters. (Reiccheld 2006, 28 – 35.)

Social media is largely formed by different communities and groups of people creating and sharing content on the internet. This content varies according to the interest of each community, but the most important part is that the content is created by this community, for this community. (Korpi 2010, 6 – 8.)

In short, social media consists of various websites and services where their users detail, discuss and comment on their experiences and opinions about any given subject. These websites and services include social networks, blogs, micro blogs, video and picture sharing sites and other online communities. The biggest, and most important, difference between traditional media (newspapers, televisions, radio, etc) by the fact and social media is, by the definition, more of a two-way discussion channel than one-way channel for broadcasting messages. This means that social media encourages discussion and interaction between the two (or more) parties. (Miller 2012, 213.)

A company's own website is more often than not part of social media. This is because often companies do not encourage participation from their followers. This is, however, not always the case. Simply adding some simple elements that encourage participation, such as a system for leaving comments about the company, or some sort of rating system moves the site towards being a part of social media. (Korpi 2010, 7 - 8.)

Social media has a great amount of possible uses in a marketing sense. All in all, they mostly boil down to getting the company's customer base and customer communities to help the company with its marketing efforts. Finding ways to influence the discussion can help the company build itself strong support among its crowd. Since there is

no direct way of controlling the discussion and commentary on social media, achieving this should be done by finding ways to follow the discussion, participate in it, and if necessary, adapt according to it. Trying to trick the crowd will not help either – the company has to adopt a transparent way of encouraging social discussion, and then taking part in it and providing the company's followers with something interesting that they want to discuss. All in all, despite its many uses, social media should be seen as a tool to support the company's other marketing. (Evans 2008, 36 – 38) The important issue is to recognize whether or not it is possible to find the company's target audience on social media. As it is, there are some enterprises, especially business-to-business enterprises that simply do not have any kind of a social media presence, and who do not follow the discussion at all. (Korpi 2010, 18.)

Long-term customer satisfaction is the best way of ensuring a company's continuous profits. This is especially true when dealing with social media. Customers that have been coerced into their purchasing decisions through any other means than a positive experience may eventually turn on the company, and actually try to discourage other potential customers from making the purchase. On the other hand, customers whose experience has been positive are likely to act as promoters, and even encourage others to do the same. This is how social media amplifies the importance of the Net Promoter Score. Even if a small portion of the company's customer base is spreading a negative message, it can have a notable negative impact on the company's reputation. (Evans 2008 128 – 132.)

The marketing applications for different social media also vary notably from one another. For example, the content created for blogs or social networks is usually quite different from content that is created for wikis. There are also differences on whether this content can be edited or commented upon, and who has the right to do so. In short, social media could be defined as an internet service, where a user can easily access and create content themselves. (Korpi 2010, 7 – 8.)

Social networks are currently the most popular form of social media. Social networks function as websites that provide communities of users with the possibility to publicly and privately share their opinions and experiences. Some of these networks are dedi-

cated to single purposes, such as networks for schools, or networks relating to music, while some, like Facebook, do not limit their focus to a topic. This allows the users to create their sub-communities within the social network. The three biggest and most important social network sites at the moment are Facebook, LinkedIn and Google+. (Miller 2012, 214 – 215.)

The main business usage for social networks, especially Facebook, is that businesses use them for communicating with their customers in the same way that private users use them to communicate with their friends. Marketing practices are dominated by “loyalty, retention and branding programs”. It is uncommon for users to “like” (or otherwise follow) a business’s social network page unless they have already done some business with them – unless there is some sort of a promotion or contest with prizes or giveaways. (Bailey 2011, 453.)

When using Facebook, content should be added to the company’s page regularly. This content can include photos, videos, or even discussion boards. Regular, interesting posts concerning the company, its products or stakeholders and other updates encourage users to “like” and follow the company’s Facebook page, and also share it with other users. The company should also be using Facebook for gathering feedback and otherwise encouraging the followers to comment on the company, its products and services. (Miller 2012, 227 – 229.)

A blog (weblog) can be viewed as a diary on a specific subject that is open to all public to comment upon. Each entry is listed based on the date and time it was posted, and the entries are usually listed in chronological order. At the moment, blogs are one of the most commonly used services in social media. In a marketing sense, blogs are easy to use and access and they are useful for increasing the traffic flowing to the company’s website both through publicity and links that improve the site’s value with search engines. (Korpi 2010, 22 – 23.)

Blogs have several other important advantages over a traditional website as well. A larger amount of work is required for updating a website, so information provided in the actual site can get outdated quickly, while the key to a successful blog is to offer



new entries and information on regular intervals. Thus the information in blogs tends to be up to date. This way blogs can be utilized for addressing timely topics, even if they are not directly related to the company. Blogs also make it possible for the user to have a conversation with their followers. Studies also show that visitors whom are brought to the site from a blog stay there longer and appear to be more engaged than the visitors who only visit the actual site. (Bailey 2011, 417.)

Blogging can also be used as a more direct marketing channel. Product announcements, updates and event descriptions make for good blog posts. These marketing operations can also function as customer support after the purchase has been made – addressing issues or problems that the company or its products have faced. The customers appreciate a quick response, especially if the company's blog also uses a more personal approach, making it more likely that the issue is resolved more easily. Despite its many functions, blogging is very cost efficient. The internet offers many free venues for blogging. Thus, the only resources that the company needs to tap are internal. (Miller 2012, 200.)

Managing a blog's subscriber amounts is an important aspect of blogging as well. Some blogs have a function that allows the followers to subscribe to the blog with their e-mail address. This can be extremely useful to the marketer, as it allows them to have a clear idea of the amount of people that are receiving their blog updates. This can also be done with Facebook, which allows the users to follow the company's status updates, as well as receive links to the blog updates via Facebook's personal messages. This is also very useful, as often the followers will receive a notification of their personal messages in their e-mail as well. (Bailey 2011, 440.)

Micro blogs function with the same principle as blogs, but the entries are much shorter, usually no more than one or two sentences. These entries might convey a short comment on an interesting topic, or just an update on what the user is doing at that given moment. These entries are often accompanied by a link to a longer entry or article. Twitter and Four Square are the two biggest micro blogging services. (Korpi 2010, 23.)

One of the most important features of Twitter is called "hash tagging". It is a method where a post is accompanied with a hash mark and a keyword relating to the topic of the post. This allows the users to follow conversation relating to the keyword of their choosing. Hash tagging also allows the users to search for these terms or keywords, and then start following the subject. Another feature unique to Twitter is the "re-tweet". It allows users to publish a Twitter post in their own stream of posts. The re-tweet always contains a straight link to the original poster's Twitter feed. (Bailey 2011, 455.)

Twitter is the simplest form of social media to get started with. One only needs to create an account for the company, or its representative, and start making tweets and following others. The most important part of using Twitter is to learn to post short, concise and interesting messages to the company's followers. Followers also expect a frequent stream of posts about issues that are relevant right now. As Twitter only allows 140 letters per one message, it is often a good idea to provide links to longer articles or posts to give the reader the possibility to access more information. Twitter also requires attention, as the company needs to address any comments, feedback or discussion about it. (Miller 2012, 233 – 235.)

Micro blogs are often used in conferences, seminars and other business related social gatherings. This would allow users not present at the event follow the discussion. This makes micro blogs useful tools for publishing new products and making other announcements, as the users will quickly share the information with their own network, and the news will quickly reach large amounts of people. (Bailey 2011, 456.)

Wikis can be seen as encyclopedias or databanks that are created for a certain subject by its users. An excellent example of a wiki would be Wikipedia. The basic principle behind a wiki is that all entries can be seen and edited by the other users. This gives them the opportunity to add their knowledge to the databank, and edit out possible errors. (Korpi 2010, 24.)

Like blogs, crowd participation is an important aspect of using wikis. But unlike blogs, where open discussion is encouraged and often displayed very clearly to all users, the

discussion in wikis happen in the background. With wikis, the main content is a result of a consensus of the people participating in the wiki's creation. (Evans 2008, 58)

Wikis are tools for communication and creating content. They can be used give a company's customers a chance to participate and create content for the company. "Crowd sourcing can be described as encouraging a 'contest economy', but it can work. It allows those who were not able to participate in the past to do so". (Macy 2011, 72.)

Picture and video sharing services are used for publishing pictures and videos that have been saved in one format or another. These videos and pictures are then uploaded to the service, and they are displayed on the service's website. They are also accessible through a Google search, and they can be linked and displayed on other sites as well. As an example, the company could publish pictures or videos that they have taken during an organized event to share with people who could not make it to the event. (Korpi 2010, 23 – 24.)

A company should remember to hold a certain attitude when engaging in social conversation. Responding to comments should be done immediately, if possible. Responding to comments that are months old is of no use, and it can in itself send a negative message about the company. The responses should also always hold a positive tone, even when the initial comment is very negative. The tone cannot be too positive, however, since this can convey that the company does not take the issue seriously enough, or that the response is just "PR flack". The people responsible for monitoring social discussion should not fear the negative feedback, but learn to accept it. (Miller 2012, 224.)

Resource management can be a very crucial part of social media marketing, especially in a small company, where the amount of personnel and other resources can be very limited. Forcing the personnel into using their valuable time for keeping up with too many social media channels and services can hinder other efforts that would actually be more important for the enterprise. This is why a small company should determine a rather limited scope for the starting period of their social media activities. It is much more useful to start by determining the message that the company wants to convey through their social media presence and then concentrate on one or few social media

channels. One should also develop a clear plan on how much time they can spare for social media each week. (Bailey 2011, 464.)

Planning is a very important aspect of starting up a social media presence. Planning ensures that the resources spent for social media will actually be useful to the company. The company should at least consider such issues as:

- What kind of goals are set for the company's social media presence
- Whom to aim the social media message to
- What kind of tactics and measures are used

(Pergolino & Miller 2010, 13.)

#### **4.1.2 Business-to-business marketing in social media**

As the use of internet became more and more frequent, business decision makers started using search engines for finding information about potential suppliers. This prompted companies to start focusing their marketing efforts towards search engine optimization. While this is still an important tool for marketers, a very notable part of decision makers have moved their activity towards social media. Social media offers great tools for brand and awareness building, as well as lead generation. B2B buyers are also much more likely to look for reviews done by independent parties, or at least recommendations by other users, and social media is a simple way of making these reviews more visible. (Pergolino & Miller 2010, 06.)

Social media opens up surprising possibilities for a company's business-to-business marketing. Social media can be used to garner direct and honest feedback from a company's customers. This direct customer interaction can help a company with formulating their strategies and ensuring their growth. This is also because business-to-business relationships are built around knowing the people who one interacts with, not just knowing the companies. Representatives of a company, who share some of their interests in social media, can help a company build their professional relationships with their business partners. (Gillin 2011, Foreword.)

There are some notable differences between marketing for individuals and marketing for organizations. Business-to-business markets usually focus on value instead of experience. This can be measured in many different ways, for example price/benefit calculations, flexibility and how well the purchase would fit the company's objectives and existing systems and procedures. A company's purchasing decisions are also often made by more than one people, as people in different managerial positions are focused on different aspects of the purchase. (Gillin 2011, 6-7.)

When there are more people making the purchasing decision, the decisions often take a longer time to make. Organizations also move greater amounts of money with each purchase, and the purchase can even hold some significance for the purchasing company's likelihood of staying operational. On the other hand, business buying decisions are more of a long term commitment than a single buying decision. This means that the two businesses will keep cooperating even when the actual transaction is done. Because of this, companies are more likely to only make business commitments with providers whom they trust. This trust has to be upheld – businesses often expect to be the first priority of their providers. More often than not, they will not tolerate extended periods of time for technical support or other assistance. It should also be noted that in business-to-business marketing, the relationship between the buyer and the provider is more important than in business-to-customer marketing. In this sense, business-to-business marketing is about making sure that the business buying one's product succeeds, as much as it is about selling their own product. It could also be said that overall, business-to-business sales are more complicated than sales to individual people, as different kinds of bundle prices, tailored services and discount prices have to be taken into consideration. (Gillin, 2011, 8)

Social media can be used to create a phenomenon called “social validating”, where the fear of risks and uncertainty often associated with B2B purchases is removed by proof of quality and positive feedback from the other user through social media. This way, customers commenting and discussing a company's products and services can increase the company's credibility and create an air of openness and transparency, which creates trust in the B2B buyer. (Pergolino & Miller 2010, 08.)

When starting with business-to-business social media marketing, a company should determine what they want to accomplish, and how they want to engage the social media. The first step to this is to determine whether the users want to use the company's name or the user's name as their social media username. Social media profiles using company names are usually used for spreading corporate information and news about the company's products and services, while the personal accounts tend to be used for discussing the company's field in more general aspects, and less so for promotional purposes. (Pergolino & Miller 2010, 06.)

The most direct route for creating trust and transparency is to simply start engaging and participating in social media discussion and join these different communities. In practice this means setting up pages and profiles for the company, starting up a Twitter feed, or various other options. The important part is that the company uses these channels to engage representatives of their customer companies in this discussion, be it by promoting their upcoming products or sales, notifying them of new services, or simply connecting with them. This engagement should be two-way. This means not only monitoring the company's own pages and feeds for discussion, but also posting on other pages. This also extends to discussion outside the company's own page – customers may voice their dissatisfaction on any social media channel, and thus spread this negative message of the company to a potentially large amount of potential customers. Regular observation of social media may give the company a chance to react to this kind of negative feedback, and lessen its impact. (Miller 2012, 223.)

The best way of improving the company image in the eyes of potential customers is to provide them with a steady stream of useful information. This is why it is important to not only participate in social media as a spectator, but rather as an active participant. Even if the company's representatives publish very useful information, infrequent advice will often be forgotten about, and thus will not provide great results. Also, the discussion should not be approached as a platform of advertising, as direct and clear marketing texts will often be ignored. However, constantly providing one's customer companies content that they find useful and helpful will earn the company credibility in their eyes, and in the eyes of the whole industry. This credibility can then be used to

empower the company's other, more marketing oriented messages. (Evans 2008, 192 – 193.)

While some B2B companies use social media marketing to acquire new sales leads, and also new customers, this is much more frequent with B2C companies. Most B2B companies find most use of social media when using it in creating deeper connections with their existing customers, as it is far more unlikely to have someone who has no prior knowledge of the company's products or services to join their social community. Despite this, social media can be used as a lead garnering tool as well. In this case, the most important thing for the company is to convey as much useful information about their products and services as possible. This means sharing everything from announcements of new products, third-party reviews and other customer commentaries simple factoids about the company and their offerings and anything else that might help the potential customer with their purchasing decision. (Miller 2012, 225.)

Customer communities and networks are important when guaranteeing the loyalty and retention of the company's customers. For this purpose social media can be very useful, as it offers tools for creating stronger relationships, building communities for the company's customers and enabling, and even encouraging, the customers to reference the company to their own networks. The important tasks for achieving this goal are to establish quality online presence through company pages and feeds and frequently posting up-to-date information through these channels. After this, the company can begin engaging the customers in social conversation. The goal with customer retention and loyalty is to encourage them to make more purchases and share their knowledge of the company. For this purpose, the company can, for example, offer exclusive information and deals to the company's social media followers. As for sharing, the company should always strive to promote their pages, and possible offering rewards for the customers who manage to encourage their own networks to join the company's community. (Miller 2012, 226.)

It could be said that there has been a change in the way that customer relationship management is viewed, as companies and their potential customers can form some form of a relationship even before they come into direct contact. This has led to a situ-

ation where social media allows the company to follow their prospective customers' social media behavior, and thus get insight into their wants, needs and interests. Meeting the needs of potential customers and helping them solve their problems can help the company turn them into promoters, who will give out recommendations of the company to other customers and prospects. (Pergolino & Miller 2010, 33.)

Different social media channels offer different tools for generating leads and ensuring customer retention, and should be approached differently. Facebook is a tool for spreading awareness of the company, establishing thought leadership and enforcing the company's brand. A company's Facebook page can practically function as the company's second website. It is an easy way of keeping the company's customers informed, offering them new content concerning the company, creating customer communities, and even organizing events. An active Facebook page also increases the company's visibility in search engines. (Pergolino & Miller 2010, 23 – 24.)

LinkedIn differs from Facebook by its user demographic, which is notably older and more visible in the business world. While Facebook is used more as a social tool, LinkedIn is a tool more suited for reaching business decision makers in the industry. When using LinkedIn, one should start by creating and customizing the pages for their company. LinkedIn also offers the possibility for creating user groups. This feature should be used for creating discussion among professionals of the company's field, or participate in the discussion that other groups are having. The company can also increase their page's visibility by adding their Twitter and blog feeds to the LinkedIn page. (Miller 2012, 231 – 232.)

As LinkedIn mostly consists of networks of professionals, it is the perfect channel for a business owner to chart out their possible business demographics. Even without a direct connection, LinkedIn shows the user the degrees of separation, or the bridges of professional connections to all the other users. The service can also be used to display recommendations of the user's organization from other users, which also makes it a very useful business tool. (Pergolino & Miller 2010, 25.)



LinkedIn is most often used for maintaining professional networks. The main use for LinkedIn in a business sense is in human resources management, by searching for new employees based on their location, experience or job titles. It can also be used by salespeople to look for common contacts with their potential customers. (Bailey 2011, 456.)

When using Twitter, it is important to recognize the users relevant to the company and the industry. Associating with thought leaders of the company's industry will encourage more people to start following the company on Twitter. Twitter could be viewed as a tool for lead generation also. When a user chooses to follow another user, it is a sign of interest. This makes all of a company's Twitter followers potential leads, and they should be treated as such. (Pergolino & Miller 2010, 21 – 22.)

Blogs are a very commonly used tool for B2B companies' marketing. There are many reasons for companies to do this. It has been found that out of all the tools that social media provides, blogs generate the most sales leads. Blogs also often increase a company's visibility in search engines, thus also increasing the visitors coming to the company's own website. Blogging about the relevant topics to the company's industry also improves the company's image and the perceived expertise of their personnel, further improving the company image. Another issue about the company's image is that blogging also gives the company a "face", as the writings on the blog create a more personal channel for the company's customer to approach it. (Miller 2012, 198 – 199.)

A successful blog usually includes useful support and advice for the company's stakeholders, commentary on industry news and general opinions about the industry. Promotion of the company's products and services can also be included, but the blog should not consist purely of advertising. Issues concerning the whole industry are much more likely to gain the attention of potential customers. The blog can also include writing about and by the staff and managers of your company. This adds a personalized touch to the blog, and makes the company seem more familiar in the eyes of the reader. (Miller 2012, 201 – 203.)

A blog can be seen as one of the best marketing devices a company can have. Generally, the people following the company blog are among the most promising leads. Blogs

are also an excellent way of conveying thought leadership within the industry, spreading valuable content for the company's potential customers as well as giving the company a more approachable and human "face". It allows the company to switch its focus and perspective from itself to the customer. (Pergolino & Miller 2010, 19.)

Video sharing services are often associated with non-business endeavors, but in reality they do hold significance in B2B-marketing as well. They can be used for sharing promotional material, such as product showcases, customer recommendations or video blog entries. Many video sharing services also offer a possibility for adding links to other pages into the videos. This can be used for directing potential customers to the company's other web pages. Uploading online videos about the company also increases the company's search engine visibility. (Pergolino & Miller 2010, 27.)

The true strength of video and picture sharing services lies in giving the company's satisfied customers the tools to spread the company's messages by themselves. Releasing a set of pictures or a video that has a hands-on approach to showing the company's service or product in action enables the customers to easily share the company's marketing messages in their own social networks. Also, the company can encourage its customers to make the content themselves, and then share it with their associates or even on their company web pages and blogs. (Evans 2008, 222 – 223.)

#### **4.2 Possibilities according to peer companies (Oy Delta-Enterprise Ltd and Prove Expertise Oy)**

This chapter will detail the possibilities that Real Clean Finland has according to the experiences of two of its peer companies, Oy Delta Enterprise Ltd (Delta) and Prove Expertise Oy (Prove). Both interviews were conducted face-to-face according to the questionnaire (Appendix 1). Antti Varis, the Business Development Manager of Oy Delta Enterprise Ltd was interviewed on 3.4.2013. Antti Nütyviita, the CEO of Prove Expertise Oy was interviewed on 27.3.2013.

#### **4.2.1 Background information**

Oy Delta- Enterprise Ltd is a company located in Espoo that specializes in designing manufacturing enterprise solutions, machine vision and automation solutions. The company employs 32 people, and their yearly turnover is approximately 2.75 million Euros. Delta has about 30 stable customer companies. Their customer base consists of companies of all sizes from of the manufacturing industry.. (Varis 2013.)

Prove Expertise Oy is a company located in Helsinki, Tampere and Oulu that offers its customers software testing services. This means that they help their customers make sure that their software development is as smooth and profitable as possible. The company was founded in 2006. It employs 35 people, 20 of which work in the company's headquarters in Oulu, 10 in Helsinki and five in Tampere. The company's turnover was 1,3 million Euros in 2012. The company has about 20 customer companies, which consists of IT-service providers, media companies and manufacturing companies, the biggest of which is Outotec. (Niittyviita 2013.)

#### **4.2.2 Sales process**

Delta's sales team consists of seven people, who make approximately 300 direct customer contacts every month. While personal sales work is the most important part of their sales efforts, the company also uses the internet, professional magazines, and the social media to aid in their sales and marketing. These efforts are usually aimed at the production managers of a customer company. Delta also employs e-mails, regular phone calls and blog messages that are automatically sent through LinkedIn and Twitter networks as a means of keeping up customer relations. They also occasionally use newsletters, but this is not very frequent. Overall, Delta's representative stated that they are very happy with their sales force, their CRM-systems and their usage of social media. (Varis 2013.)

Delta has other tools to support their sales efforts. Their web pages are primarily for the purpose for increasing the company's credibility, increasing their visibility in search engines, and tracking potential leads in their CRM with the help of their web analytics system. The CRM system houses all of the company's information concerning their

customer base, leads and customer contacts. E-mail advertising campaigns are used to direct more viewers to the company web page and increase the company's visibility, but the campaigns are used rarely. (Varis 2013.)

Prove Expertise Oy has three people doing primarily sales work. Historically, their customers have been larger companies, of which they had few every year. This balance has shifted to Prove having a larger number of smaller companies as their customers these days. The primary sales functions of the company include outsourced telemarketing, attending seminars designed for introducing business representatives to each other, and direct contacts taken by Prove's own sales force. The marketing and sales effort is mostly aimed at the product development managers of the target companies. The company has about 40 new customer contacts per month, and on average, four new deals are made each month. (Niittyviita 2013.)

The company has a number of tools to support their sales and marketing efforts. Their web pages are designed for spreading the company's message to a maximum amount of recipients, and to make sure that the company is easily found when using search engines. The company blog, Ohjelmistotestaus.fi, is the most important feature of the web site. The stream of visitors is also monitored by web analytics program, though at the moment, not much advantage is taken of the information that is gathered from it. The company also uses a CRM-system to support their sales efforts. As of yet, Prove Expertise has not used any news analytics, customer data collection services or e-mail marketing campaigns. (Niittyviita 2013.)

#### **4.2.3 Social media strategy**

The main reason for Oy Delta-Enterprise Ltd's social media presence is company image management. The company wants to publish messages that improve the mental image that their customers and other followers have of the company. They also want to give their customers new ideas and help them with their purchasing decisions. Apart from this bigger goal, each channel has a more specific purpose. For the most part, Delta has no strict rules about how its personnel should use social media. However, the employees have been given a set of guidelines for sharing their blog posts and oth-

er information on, for example, LinkedIn for achieving maximum visibility. There are seven people in the company regularly taking part in social media marketing in the company during official work time. The interviewee estimates that he uses approximately three to four hours of his weekly work time for social media. The time spent during his free time is even more, but it is not measured. (Varis 2013.)

Facebook is mostly used for visibility for students and in their employees' social networks. Apart from strengthening the company's image, the main goal for Delta's Facebook presence is recruiting. Facebook usage was noted to be more "unofficial" and relaxed than other channels. Photos taken from fairs and other occasions related to the company are also shared on Facebook. Overall, Facebook is emphasized much less than LinkedIn, which is the most important social network for Delta. LinkedIn is also utilized as a means of creating visibility for the company through the company page. Apart from this, it is also the main channel that spreads Delta's company blog posts to the company's customers and other contacts. LinkedIn is also very useful for strengthening Delta's employees' personal credibility, which is also associated with the company. The channel also acts as a list of contacts and finding professionals from Delta's own field. This makes it a very useful tool for recruitment. (Varis 2013.)

Delta uses Twitter as a means of sharing their blog texts, but this was noted to be of very little use. Overall, Delta does not engage the Twitter discussions nearly enough for it to make a true impact of any kind for the company. The company instead uses its company blog for the purpose that Twitter is usually used for. (Varis 2013.)

As stated above, the company blog is easily the most important tool for Delta's social media presence. It generates most of the traffic to their social media sites, as well the company's own websites. New content is added to the blog two to three times a week. The content consists of writings about the company itself, the whole industry it works in and the general issues that are interesting to the company's stakeholders. The blog is also very useful for search engine optimization, as it is frequently updated and the keywords relating to Delta's industry are very commonly used in it. It was stated during the interview that the blog is actually the company's primary way of communicating

with its stakeholders, apart from contacting the customers directly. The blog reaches approximately 300 visitors each month. (Varis 2013.)

In addition to this, Delta also has a company Youtube channel, but it is mostly used a video source for the other social media channels. Overall, social media, especially the company blog, holds great significance in Delta's PR and image management, recruiting, customer relationship management and potential customer acquisition. It was still emphasized, however, that direct sales are the most important means of increasing the company's sales, and that social media is mostly a support function. Nevertheless, Varis estimated that merely using social media provides the company with potential leads every month, and it is also the most important means for Delta to manage its image and to create interest towards the company among all of its stakeholders. (Varis 2013.)

The main purpose for Prove's social media presence is to make sure that the information about the company and its expertise reaches as many people as possible. Social media also enables the company to make this message more personal, and thus more easily approached. Niittyviita stated that publishing content that is even polarizing is acceptable, as it brings more visibility to the company. The company has no strict guidelines for its employees on how much and how they should use social media, and the amount of effort that they put into social media is not measured in any way, they are simply encouraged to spread the company's updates and messages as much as possible. The social media channels that Prove has decided to utilize are Facebook, LinkedIn, Twitter, and their company blog. Youtube has been used for more casual and light content, but no serious effort has been put into it. Prove has four people who frequently write content for the company blog. Facebook, LinkedIn and Twitter are officially only attended by the CEO, who uses approximately half an hour to an hour of their work time each day for social media. The content that is shared through these channels is quite similar, however – useful and informative messages or texts that help establish the value that software testing creates for a company. The company does not use social media advertising for any of its services, but for sharing their knowledge and expertise. (Niittyviita 2013.)

Facebook is used for increasing the reach of the company's messages, as starting to follow a page or community on Facebook is easy. Prove does not have a functioning page for the company itself. Instead, they have a fan page for their company blog, Ohjelmistotestaus.fi. The interviewee also often posts content on his personal Facebook profile. This allows him to reach out to the company's customer base and business partners on a more personal level. The updates made on these two pages usually reach an audience between 300 to 600 people. Some of them are the interviewee's personal contacts, which includes a big number of people from Prove's industry. The updates on the blog's fan page, on the other hand, are seen by people who may not be familiar with the interviewee personally, but do follow the blog. According to the interviewee, Facebook is somewhat relevant in customer acquisition, generating sales leads, direct sales and keeping up the company image. Overall, Facebook is used more as a support function for the company blog, and it has less relevance than the blog and the company's Twitter feeds. (Niittyviita 2013.)

Prove uses LinkedIn in the same way that it used Facebook. It was noted in the interview that LinkedIn often has less impact than Facebook, as fewer people view it regularly. Prove only has a company page for the purpose of allowing its employees to list the company as their employer – nothing is published on the page. The interviewee shares the company posts and updates on his personal profile and they reach an audience of about 600 people. This also serves him to strengthen his own, personal brand that is associated with the company. LinkedIn was stated to be useful for the same purposes as Facebook, but it also holds less relevance than the blog and the Twitter feed. (Niittyviita 2013.)

While Prove does not have a Twitter feed of their own, the CEO (the interviewee) engages in public conversation and commentary on behalf of the company. This makes Twitter the most efficient social media tool for personal branding that supports the whole company, as it is very beneficial for it to have a public "face" that shares knowledge and engages the other authorities in the industry. The Twitter feed also acts as an easy entry point for new potential customers, as it is very easy to simply start following an interesting Twitter feed. The interviewee has about 100 followers on Twitter,

and it was stated to be a very useful tool in PR and brand creation, recruitment, customer acquisition and lead generation. (Niittyviita 2013.)

The company blog is the most important social media channel to Prove Expertise. The company has four people frequently creating new content and articles for it. All the blog posts are made with the poster's own name and personal information. This helps with strengthening the personal brands associated with the company, and thus spreads the image of Prove's expertise in its field. The constant updates also make sure that it is very visible on search engines. This makes the blog very useful for acquiring new contacts and leads. It is designed for being useful for people looking for solutions for their software development related problems. The blog reaches approximately 3000 viewers each month, although there have been some posts that have reached over 35 000 views. Out of all four social media channels in use in Prove Expertise, the company blog is the most useful tool in sales, PR, customer acquisition and image communication. (Niittyviita 2013.)

All in all, social media has proven to be a useful tool for Prove Expertise for various purposes. While Facebook and LinkedIn serve more as support functions for the blog, the company's Twitter feeds and the company blog are very important for Prove's online marketing efforts. The blog even directly creates approximately one sale each month. According to the interviewee, Prove is happy with its current choices for its social media channels, and there are no plans to start expanding on them. He did note, however, that the company should put more resources into their current channels, and start increasing their activity on them. He also stated that in general, social media has a clear impact on about 20% of all sales. It does not secure the deals, however, and the skills and dedication of the salespeople are still the most important part in their sales efforts. Social media is also the company's only route for recruitment, as they do not post job announcements anywhere, and most of the job applications come in through social media, especially through the blog and Twitter accounts. Conversely, LinkedIn is the weakest source for job applications, as the applicants do not seem to use it for active job searching, but instead for keeping contact with their own professional networks.



### **4.3 Possibilities according to experts**

The second part of this chapter addresses the third interview, conducted with Pasi Rautio from Oy Tuloksen Tuplaamo Ab (Tuplaamo), a company that specializes in offering quality consulting and training services, as well as helping companies with their sales and marketing efforts. This interview was conducted through e-mail. The interviewee answered the same questions as the representatives from Delta and Prove, but also answered a set of expert questions tailored for Tuplaamo. These questions can be found in the “Additional questions for Tuplaamo” section of the survey (Appendix 1)

#### **4.3.1 Background information**

Oy Tuloksen Tuplaamo Ab is a company that offers services related to increasing the efficiency of their client companies’ marketing and sales efforts, as well as offering them consulting and training in their field. The company’s headquarters are located in Tampere, and it has been in business for 4 years. The company is very small, as it employs only two people. Tuplaamo’s yearly turnover is approximately a little under 400 000 Euros. The company’s client base consists of 50 companies, varying from one-man companies to international associations and corporations. Most of these companies do stay within the small-to-medium size range. (Rautio 2013.)

#### **4.3.2 Sales process**

Tuplaamo’s main channels for customer acquisition are their web pages, and especially their company blog, and their other social media channels. They also utilize a guide that is downloadable from their website. The guide is completely free for everyone, and it gives hints guidelines for a company to improve their sales and marketing measures. Tuplaamo’s own marketing is always aimed at the top decision makers of the target company, be it the company’s founder, CEO or other managers. The process of customer acquisition usually starts with the potential customer finding Tuplaamo’s blog, which eventually leads them to the free, downloadable guide. The guide is delivered to the customer’s e-mail address. At this point, either the customer contacts Tuplaamo concerning their other services, or the Tuplaamo representatives contact the customer themselves. After this a more traditional sales meeting is agreed upon. They use more

traditional tools for their customer relationship management, such as mail, e-mail and telephone calls. The company acquires approximately 10 customer companies every year, and they make approximately 5 – 10 new deals with their customers each month. (Rautio 2013.)

Tuplaamo has never used any kind of traditional forms of advertising, such as television or radio advertisements. Instead, the company blog is used for sharing content and directing interest towards the company. The company also utilizes Google Analytics for tracking their web site traffic. This helps the company to identify potential leads from the people who visit their website. Leads are also collected through the free, downloadable guide. Tuplaamo also has CRM software, called Podio. (Rautio 2013.)

#### **4.3.3 Social media strategy**

Tuplaamo's main reasons for their social media presence is that social media offers the company a very fast channel for sharing their content, messages and material, as well as giving them a channel through which to communicate with the people who are interested in the company or its field. In Tuplaamo, social media is in constant use by both of the company's founders. The interviewee stated that the social media channels of their choice, Facebook, Twitter, the company blog and their Youtube channel, are the company's main channel for new customer acquisition. (Rautio 2013.)

Tuplaamo adds new content to their Facebook pages every day, while the blog receives updates once or twice each week. Twitter and LinkedIn are also used one to three times each week, while the company's Youtube channel is only updated once a month or so. The content for all these channels is somewhat similar – it aims to be varied, very hands-on, easy to grasp and downright addictive. The blog reaches approximately 3000 viewers each month, and the company's Youtube videos have been viewed over 20 000 times to date. (Rautio 2013.)

Social media was noted to be the most useful in sales lead acquisition, image management and PR, direct sales and customer relationship management. The company blog, Facebook, LinkedIn and the company's Youtube channel were noted to be the most

useful social media tools. Apart from just managing the company's own blog, the interviewee also frequently appears on other blogs as a guest author. The company's chosen forms of blogging are also what sets them apart from the other case companies in this thesis – apart from just written blog posts, Tuplaamo also frequently publishes short videos on Youtube, where they also offer free insight and help in sales and marketing. The company is also planning on expanding this service in future. (Rautio 2013.)

Overall, Tuplaamo sees social media as a very important tool not only for managing already existing customer contacts and their company image, but for sales and lead acquisition. The interviewee estimated that the company's social media channels reach 100 new potential customers each month, and generates approximately one to five new sales and customerships every month, all the while generating 10 – 20 new potential sales leads. Using social media has also notably increased the company's visibility for recruitment and general visibility. (Rautio 2013.)

#### **4.3.4 Additional questions for Tuplaamo**

In addition to the questions of the survey that were asked from all three interviewees, the social media expert from Tuplaamo was asked an additional set of questions relating to giving advice and help for a B2B company starting to craft its social media presence.

Rautio began by stating that B2B social media marketing is not different from B2C marketing in any way – all the channels and tools work in the same way, regardless of the message being pointed to a company instead of a single person. He stated that this is simply because companies consist of people, and even when one is marketing a product or service to a company, they are actually only dealing with people. Overall, according to Rautio, the company should always try to do something different to differentiate themselves from their competitors. (Rautio 2013.)

The choice of channels is very important, as a small company does not necessarily have resources to put into social media marketing, so they should only concentrate on the

ones that bring the best results. The company's social media presence should not be restricted to just one channel, however, as all the leads and stakeholders will not be reachable through it. Rautio stated that blogging would be an excellent starting point for any company for their social media presence. The blog should be used for creating content that lowers the bar that a potential customer would have for purchasing cleaning services. The interviewee also advised the company to take the same route as Tuplaamo did, and upload a guide or some other kind of free advice or help for the company's potential customers. In addition to this, Rautio stated that the company should use Facebook for spreading the blog texts. Additional channels, especially LinkedIn, should also be considered, as there is no single channel that would be a certain way of reaching all of one's potential customers. Rautio also recommended that in addition to a written guidebook that the customers can download, the company should start making short videos to be displayed on Youtube, where they could share some useful advice for office cleaning. Rautio stated that it is possible for a company to reach notable increases in their sales simply through social media presence. He added that achieving this will take great amounts of time and resources, however. (Rautio 2013.)

## **5 Social media marketing guidelines for RCF**

In this chapter, conclusions will be drawn based on both the theories laid down paragraph 4.1 and the empirical studies and examples detailed in paragraph 4.2 and 4.3. After this, the recommended steps for RCF's social media marketing guidelines will be laid out in paragraph 5.2. The last paragraph also seeks to provide some ideas for a practical approach to social media marketing.

### **5.1 Analyzing the results**

This part seeks to find the answers to the questions stated in paragraph 1.1. Each theme will be addressed in its own paragraph, where the questions are answered based on theory laid out in paragraph 4.1 and results of the study detailed in paragraph 4.2 and 4.3.

#### **5.1.1 Goals and reasons for social media presence**

When determining guidelines for a company's social media marketing, the first issue to consider should be the goal of the company's social media presence. This means clearly determining what the company seeks to accomplish with its social media marketing efforts. Both representatives from the peer companies agree that the main reason for their social media presence is to increase their company's visibility as well as to manage and improve the company's image. Both companies have conducted their social media presence in order to make sure that their thoughts, ideas and their expertise reach the maximum amount of people. The peer companies, as well as the expert from Tuplaamo, also stressed the importance of using social media to offer some kind of free extra value to the company's potential customers. This helps in increasing the company's credibility in the eyes of prospective B2B buyers.

The theories also support this. Gillin states that B2B business decision makers tend to be more careful about their purchases, because these purchases usually have a long-lasting impact on the company. According to Pergolino & Miller, providing the potential customers with a strong company image and clear signs of the company's expertise can help lower this threshold. They additionally point out that due to the changes in

customer relationship management, it is important for a company to realize that potential customers will be forming opinions about it based on the company's social media presence as well as the opinions of other customers who already have purchased the company's services. Also, according to Evans, providing customers with a steady stream of helpful and useful information is a sure way of increasing the company's credibility in the eyes of their existing and potential customers. As Real Clean Finland does not have a current social media presence, starting to build up visibility and create discussion about the cleaning industry as a whole would be a good goal for the starting period. This could eventually be turned into notable credibility in the eyes of the business owners of Helsinki. Evans also states that a strong presence on social media leads to the social media crowd starting to discuss the company and the content it creates, which practically means that they help the company gain more visibility. Both the representative from Prove and the expert from Tuplaamo agree with this, stating that sparking discussion with interesting and differentiated content is very important for ensuring the company's visibility.

Lead acquisition was also brought up as core goals for social media marketing by the peer companies. This is true according to Pergolino & Miller as well, as they state that both the followers of a company blog and the Twitter feed are all potential sales leads. Rautio also confirmed that social media holds great potential for increasing a company's sales, but he also stressed that achieving this will take time. Although the focus of RCF should be on establishing the company image, monitoring their social media channels for these potential leads could also be recommendable. Recruitment was also brought up in the interviews, as both Varis and Niittyviita stated that social media is a very important recruitment channel for both companies. While Bailey states that especially LinkedIn is a great tool for human resources management and recruitment, RCF uses different channels for its recruitment efforts, this may not be a very viable solution.

In short, according to both the theory and the research, image management, credibility building and increasing the company's visibility are the best and most realistic main goals of RCF's social media marketing. Possibilities for lead acquisition and recruit-

ment also came up both during the research as well as in the theoretical part, the representatives from the peer companies viewed them more as secondary objectives.

### **5.1.2 Scope and resource planning for social media marketing**

Another important issue was determining how companies use social media, and if they have strict rules and guidelines for its use within the company. When a small company starts using social media in its marketing efforts, it is important to consider establishing a clear scope and limitations for the time and other resources put into social media. Neither peer company stated as to having an official plan of action or guidelines for social media use. In both cases the employees are simply encouraged to use social media as much as possible for spreading the company's message. However, in Delta's case, the company does have a guide for maximizing the company blog's visibility on LinkedIn. Somewhat contrary to the peer companies' current efforts, the theory states that having a definite plan of action and clear guidelines for social media marketing would be of great importance to a small business. Bailey states that diverting the attention of a company's personnel into non-profitable social media efforts will actually detract from the company's other, more useful efforts. Pergolino & Miller also support this, and stress that planning is crucial for making sure that the resources spent on social media are actually profitable. The expert also stated that it is very important for a small company to plan the usage of their resources.

As Real Clean Finland only has three people in the actual management chain, it would be conceivable for the company to focus all of their social media efforts on one person, the CEO. This means that the company does not need a social media guideline for other employees, but the CEO should define clear limitations on the time he uses on social media, how he uses it, and what kind of a message he wants to send. The CEO could also conduct some of the social media activities with his own name, As Niittyviita has done. According to Pergolino & Miller, personal accounts are usually used for more general commentary and observation about a company's industry. This would suit RCF's needs. Miller also supports this, as he states that a company that has a public "face" through social media will seem more familiar and approachable to its potential customers.

The peer companies also stressed that while social media can hold significant importance to them and their marketing efforts, it is only used as a support function for their other marketing and sales processes. Both of the representatives emphasized that in the end, the issue that truly matters when increasing sales is the skill of the sales person. The theory also supports this. Evans states that despite social media offering great opportunities for marketing, it should only be seen as a support function. Additionally, Korpi states that it is important to recognize whether or not the company's target individuals are active on social media, as this is not always the case, especially in B2B companies. This has been true for RCF as well, according to Varis. This further emphasizes the point that RCF should be very careful when determining the amount of resources that they want to place on social media marketing.

All in all, while the peer companies do not have strict guidelines for the amount of time that their employees use for social media marketing, both of the representatives stated that social media is mostly viewed as a support function for other marketing tools. In addition to this, both the expert and the theory point out that planning and limiting the time used for social media marketing is very important for a small company, as not doing so could lead to wasted resources. Limiting the usage of social media to one person may also have benefits in strengthening the CEO's personal image within the industry.

### **5.1.3 Social media channels**

It is important for the company to have a clear idea about the social media channels that it starts using in its marketing efforts. This is why the choice of social media channels and their usefulness was considered to be another important topic for the research. When choosing the social media channels for RCF, the expert stressed the importance of a company blog. The blog could be used to publish content that encourages potential customers to start thinking about their cleaning service purchases, as well as offers them help and solutions to their cleaning needs. The experiences from the peer companies also support this. Both Delta and Prove agreed that their company blogs are their most important social media channels. In the past, the blogs have



brought in leads that have turned into customers, and they are the best tool for strengthening both the personal brands of the company's representatives and company brand itself, increasing the company's credibility in the eyes of its industry and customers as well as ensuring search engine visibility. All of this is supported by the theoretical viewpoint as well. According to Miller, a successful company blog consists of relevant commentary on the industry and content that is of practical use to the reader, which will increase the company's credibility. He also confirms that blogging increases the search engine visibility, and thus internet traffic for both the company blog and the main company website. Pergolino & Miller add that blogging may add a very important human touch, and for giving the company a face that the potential customers are more likely to trust. This is a point that Niittyviita from Prove Expertise also stressed. Since blogs are one of the most popular social media tools among business decision makers, and they offer a wide variety of options for business use, they are most likely the best social media channel for RCF to focus on.

Both of the peer companies use social networks mostly as a means of increasing the spread of their company blogs. However, there is some difference to their approaches. According to Prove, they reach notably larger amounts of people and visibility through their Facebook pages, while LinkedIn has proved to be notably more ineffectual. This was very contrary to Delta's experiences, who stated that LinkedIn is easily the most important social network for them. It not only functions as a venue through which they spread their blog texts, but also for managing professional networks and contributing to the personal credibility of Delta's personnel. According to the expert, at least one social network should be used to support the company blog, but Facebook and LinkedIn are on equal ground. From the theoretical point of view, Bailey states that sharing the blog updates through e-mail or Facebook can be very beneficial for the marketer. He also adds that the whole focus of LinkedIn is on building up professional networks. Additionally, Pergolino & Miller state that the possibility for displaying professional recommendations and finding potential business partners through one's existing networks makes LinkedIn the more useful network for a B2B environment. Considering that Real Clean Finland's marketing mostly targets business decision makers, LinkedIn is likely the better choice of the two. The company's limited resources also make it unwise to try to focus on both channels.

Twitter is another channel where the peer companies show some division. Varis said that Delta does not use Twitter nearly enough, and thus does not achieve any notable results through it. On the hand, Twitter has proven to be a useful tool for Prove. The CEO's Twitter feed serves to strengthen the whole company's brand, while helping to establish his own brand as the company's "face" and a thought leader within the industry. As was stated, Twitter has also brought in usable sales leads. Twitter's power as lead acquisition tool is also supported by Pergolino & Miller, who state that each Twitter follower represents a potential lead. And while Miller also states that Twitter is the easiest social media channel to jump into, it would seem unlikely that an unknown cleaning company such as Real Clean Finland with no established social media presence would gather many followers in their beginning stage.

The peer companies only use video sharing services for lighter, unofficial content, or to simply support the other channels. On the other hand, the expert stated that Tuplaamo uses Youtube frequently as an alternative for the written blog, and also recommended that Real Clean Finland should start creating videos about cleaning to be published on Youtube. The expert's point of view is supported by the theoretical part also, as Pergolino & Miller state that video content sharing allows the company to publish a variety of material, including customer testimonials. As Real Clean Finland greatly relies on customer references in their marketing, this could prove to be an alternative for written recommendations. Evans also states that one of more powerful ways of using video and picture sharing is to create content that would be easy for the company's customer to share with others. Creating small video clips to be shared on their customer companies' web pages or social media pages might be an option for RCF, if the customers are willing to share them.

Overall, both the expert and the peer companies agree that blogs are the most useful tool for B2B social media marketing, and their usefulness is supported by the theory as well. While the choice of a social network to support the company blog differed between the peer companies, the theory shows that LinkedIn is likely the more useful social media tool in a B2B environment. Both the expert and theoretical framework state that Youtube and other video sharing services would also offer some possibilities

for marketing, especially when used together with RCF's customer testimonials and references.

#### **5.1.4 Content for social media**

Finally, the research aimed to establish the best types of content to be produced for social media, and how they can be best used for achieving the optimal results. As stated in chapter two, customer references have always been one of the most important tools for Real Clean Finland's marketing. While the peer companies did not directly address customer references, they mostly have to do with the company's image, which was discussed earlier in this chapter. Reichheld states that finding out the percentage of a company's customers who would be willing to recommend the company to their associates is the best way of finding out whether or not the company's customers are truly content and loyal. Evans says that this has only become more and more important, as business discussion has moved to social media. This has made all feedback, positive and negative, more visible than ever before. Pergolino & Miller also point out that providing the customers with visible third-party recommendations and reviews will often lower the threshold associated with B2B-purchases. For Real Clean Finland's case, social validation and increasing the visibility of their customer references through social media could potentially prove to be very beneficial.

Both the expert and the peer companies agreed that the content that is created for social media should aim to be useful for their existing and potential customers. In Delta's case, this meant providing them with new ideas concerning their industry, as well as giving out tips and advice for their purchasing decisions. Prove's approach is somewhat similar, as they aim to publish solutions to problems related to software testing. Tuplaamo has even published a freely downloadable e-book full of marketing and sales advice. The expert also advised that Real Clean Finland should take a similar approach. None of the three companies use social media for publishing direct advertisements or marketing texts. This is true according to Evans also, who states that clear advertisements and marketing content will often be ignored on social media, and that company's focus should be on helping the customer instead. This is somewhat contrary to Miller's opinion. He states that sharing information about the company, their offerings

and new products is a good way of encouraging the customer's purchasing decision. This difference is likely due to the fact that different content is suitable for different channels, as Evans does add that the credibility brought on by helping the company's customers can be used for strengthening marketing messages elsewhere.

Additionally, according to Rautio, companies should aim to differentiate themselves from the masses, even when using social media. Niittyviita supports this, stating that even polarizing or controversial content is publishable, if it brings more attention to the company. From the theoretical point of view, Evans also agrees with this, as he states that giving the social media crowd something interesting and engaging to discuss is at the core of social media marketing.

All in all, both the research results and theory support that the content created for social media should be relevant, useful, interesting and possibly even controversial. Content should also be designed for helping the customer, and giving them some kind of added value. Both sources also agree that publishing direct marketing messages over social media would not be recommendable. For RCF's case, social media also offers a great way of utilizing their customer references.

## **5.2 Social media marketing guidelines for RCF**

This part seeks to use the information laid out in paragraph 5.1 to gain insight into the issues that RCF's representatives need to consider when starting their social media presence. The part seeks to combine the conclusions drawn from theory and empirical research data with a more practical approach regarding to RCF's situation and industry.

### **5.2.1 Setting up the goals for social media marketing**

This first step in establishing guidelines for Real Clean Finland's social media presence is to determine what the company should seek to accomplish with it. Both the results from the interviews and the theories support the viewpoint that for a small B2B enterprise, social media should be mostly approached as a tool for image management. All of the managers of RCF have decades of experience in the cleaning industry, and social media should be used to publish content that would establish the company and its rep-

representatives as irrefutable experts and even thought leaders of their industry. A strong image of expertise associated with the company will make it a more credible option in the eyes of B2B decision makers.

### **5.2.2 Resource planning and limitations**

With the company's limited resources, the responsibility for managing the company's social media presence should be left to the CEO. At least some of the social media accounts should be registered in the CEO's own name. This would also allow him to start using social media to build a stronger personal brand. As for time, the CEO should define the social media channels he wishes to use very clearly, and focus on the ones that he finds most useful. He should also limit the amount of social media content that he focuses on during the first few months. As an example, a good starting point would be to publish two blog posts every month, making it one per two weeks. This would leave the CEO with plenty of time to concentrate on the more traditional marketing efforts, while still making the blog's updated frequent enough.

### **5.2.3 Choosing the social media channels**

The next step is choosing the right social media channels. It became very clear during the research that a company blog is the best option for B2B marketing. RCF should start sparking discussion about the company and the cleaning industry a. The core messages of the content could address the importance of cleaning and how cleaning is perceived by members of other industries. Blogging, with the appropriate links to the company's own website, also notably increases the search engine visibility of the company. The expert from Tuplaamo also suggested that the company should use the blog to publish a guide on cleaning. Because of the limited resources at RCF's disposal, this should not be given priority. Instead, the blog could be used to publish advice and insight on cleaning little by little. In time, this content could be compiled and published as a full guide.

It is made clear in the results that at least one social network should be chosen in order to increase the spread of the blog. Based on the results, this should be LinkedIn, as it also offers the chance to build stronger professional networks that could in themselves

be useful to the company. This is one of the first steps RCF's representatives should take after establishing the blog – connect to all the possible professional associated and networks that the company has through LinkedIn. It would also be very beneficial to start displaying their customer recommendations and references on the LinkedIn page. After the page has been created, the blog texts should be posted on it immediately after publishing. If deemed necessary, Facebook could be adopted as a recruitment tool at a later stage.

While Twitter clearly has its uses, the company should focus on establishing a presence on other social media channels before diverting resources to it, as it was mostly seen as a support tool for the blog by the peer companies. However, Twitter could prove to be a useful tool for reinforcing RCF's position as a thought leader at a later point in time, when the company blog has helped the company establish a credible position in social media.

#### **5.2.4 Content for social media**

After establishing the goals, limitations and correct social media channels, the company should determine the types of content they are going to create for these channels. This is important, as the content has to suit for the company's industry in order for it to connect with its viewer base. As customer references are a very important aspect of RCF's marketing, so the blog should also be used for publishing short testimonials and stories about RCF's customers. Some of this content could even be created by representatives from the customer companies, if they are willing. The references and testimonials could take turns with the broader discussion about the industry – each month the company would publish one blog post with discussion, and one post from a customer's point of view. Youtube could also be utilized for these customer testimonials – a video about the relationship and RCF's service would be notably more memorable than a simple blog text. If possible, these testimonials should also include the company's success with production facilities in order to increase the company's credibility and visibility in the eyes of the food production industry. Recognizing and networking with other decision makers from the industry through LinkedIn could also prove to be very beneficial.

As RCF's client base is still relatively small, displaying a Net Promoter Score is not quite worthwhile. However, the customer testimonials should be made very clear and visible, both on the company web site and the blog. As RCF's client base grows, the Net Promoter Score might become an option at a later point.

The final and perhaps the most important step is adopting social media to RCF's existing marketing methods. A potential model for this process is described in the social media marketing process chart (Appendix 2). As the company's social media presence grows, potential customers are more likely to notice it. A potential customer taking part in the company's social media discussion could first be approached in a traditional manner, either by telephone or e-mail. During the sales process, the company's image is further amplified through their frequent commentary and activity on social media. After the new contract is made, the new customer should slowly be encouraged to become more and more active in RCF's social media channels, and perhaps even promote them to their own contacts. Naturally, this should be done while making sure that the customer is satisfied with the service itself. After this, the customer could be asked for a reference, which would then be published on all the appropriate social media channels. This process would not only increase the company's visibility to its potential customers, but also to their potential work force. The added work force could then be used to strengthen other parts of the company's operation, and thus further ensure customer satisfaction.

One practical approach for RCF's social media messages would be to start addressing the recent scandals regarding the meat industry. As stated above, food manufacturing plants have recently become a very important source of revenue for RCF, and stirring conversation about the industry could prove beneficial in establishing the company's presence.

Soon after the horse meat scandals all over Europe, a new scam concerning the meat industry was revealed. It was revealed that old and moldy meat from Poland was sold in various EU-countries. It is not known whether or not any of the meat has been imported to Finland. (Iltalehti 2013.)

Taking a critical viewpoint and addressing this general distrust towards the meat industry from a cleaning company's point of view, while offering some ideas of improvement could be a very effective way of stirring up conversation. While the criticism could potentially cause some controversy concerning the company and its representatives, it would surely increase RCF's visibility among the decision makers of the food industry, and perhaps even bring the company media attention. However, the company should be very careful about the details that it can bring to light about its own clients. Giving out wrong information on social media could have notable negative consequences.

Real Clean Finland should measure the results of all of these activities very closely. They should also monitor the evolving social media discussion, especially on their social media pages. Any and all comments should receive some kind of a response or reaction, be it positive or negative. All the participants in the discussion should be treated as potential sales leads for the company. Engaging these leads in conversation might in time lead to beneficial networking and even sales. All feedback should be considered as well – if the readers of the blog wish that RCF would cover specific areas or topics in their writing, the company should at least consider moving the discussion in that direction for a short period of time. The company should also make sure to encourage all kinds of participation and sharing of their content, as it all serves to make RCF more visible in the eyes of their potential customers.



## **6 Discussion**

This chapter will explore that validity and reliability of the conducted research. It will also offer some ideas for further research of the subject, as well as give the author's own assessment of the thesis process and his own learning during it.

### **6.1 Research reliability and validity**

Validity of a study determines whether or not the chosen study methods have managed to measure the phenomenon or issue that they were meant to measure. In other words, the question of the study's validity is whether or not the study answered the questions it was supposed to answer. A study can be perceived as valid when the study's focus groups and the presented questions are chosen correctly. (Hiltunen, 2009, 1 - 3)

A study's reliability determines how reliable the study is deemed and whether or not another study about the same subject would reach the same results. Reliability can be measured by studying various factors. These include congruence, accuracy, objectivity and continuity. (Hiltunen 2009, 8 - 11)

The chosen questions correlated quite closely with my research problem. The questions gave me the necessary information for formulating a plan for Real Clean Finland, and the gathered information was, for a large part, supported by the theoretical part and my own expectations. Based on this, the study is valid.

The study's reliability might be notably lower if the study was conducted at a later time – social media develops very rapidly, and even within a span of a few years, the channels and methods might have changed almost completely. However, the study should also be quite reliable for the near future. The answers from different companies correlated quite well, and there was little contradicting information.

### **6.2 Suggestions for development and further research**

After the procedures detailed in chapter 5, Real Clean Finland should measure the results of their social media efforts. If the results are positive and show potential for

more growth, additional studies should be conducted on further possibilities that social media offers to B2B marketing. This could entail interviewing a larger amount of companies to find out if they have tapped some potential of social media that did not come up in the process of this thesis.

### **6.3 Assessment of thesis process and own learning**

The thesis process started in January of 2013 by studying the theory related to B2B social media marketing. After laying groundwork for the theoretical framework, I moved to planning and carrying out the empirical study. I sent out the initial questionnaires in March, although I only received the final answers in mid-April. After this, the theoretical parts were completed, and the two parts of the study were combined into the final guidelines.

There are some issues that I could have improved upon. I should not have taken such a long time with writing the initial theoretical parts, but should have instead begun formulating the empirical and theoretical parts closer to each other. This would have allowed me to link the two parts together even more closely, and thus acquire even more accurate and reliable results.

Despite all this, I feel that the overall study was a success, and that the guidelines for Real Clean Finland's social media marketing are rather practical and usable. I feel that I managed take the company's limitations into account in a sufficient manner, and still formulate a plan of action that establishes an adequate social media presence for the company.

I feel that the thesis process taught me a large amount of new things concerning social media marketing. Not only did I gain insight to the lesser known channels and their possible utility, but I also learned about adopting a social media plan to a company's existing marketing efforts, and what kind of issues a small company should be prepared for when starting their social media activities.

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Interview. Helsinki

# Appendices

## Appendix 1: Questionnaire used in interviews

### Yrityksen perustiedot

- 1.1 Nimi
- 1.2 Toimiala
- 1.3 Yrityksen ikä
- 1.4 Pää- ja sivutoimipaikat, määrä ja sijainti
- 1.5 Liikevaihto ja henkilöstö
- 1.6 Asiakaskunta ja pääasiakkaat
- 1.7 Vapaavalintaiset lisätiedot yrityksestä

### Yrityksen myynti ja markkinointi

- 1.8 Myyntiin osallistuvien henkilöiden määrä
- 1.9 Asiakkaiden määrä (noin)
- 1.10 Uusia asiakkaita vuodessa (noin)
- 1.11 Uusia kauppvoja kuukaudessa (noin)
- 1.12 Tehtyjä suoria asiakaskontakteja kuukaudessa (noin)
- 1.13 Tärkein päättäjäröhmä asiakasyrityksissänne?
- 1.14 Yrityksen käyttämät myynti- ja markkinointikanavat uusille asiakkaille
- 1.15 Keskimääräinen aika ensimmäisestä kontaktista kauppaan
- 1.16 Tyypillinen reitti ja aktiviteetit ensimmäisestä kontaktista kauppaan (vaiheet)
- 1.17 Asiakasyhteydenpidon käytännöt ja toimenpiteet
- 1.18 Mitkä asiat yrityksessänne on tehty erityisen hyvin myynnissä ja markkinoinnissa?

### Myynnin ja markkinoinnin työkalut

- 1.19 Yrityksen käyttämän myynnin, markkinoinnin ja viestinnän – miksi, miten ja mitä käytetään? (Työkalut ja niiden käyttötapa, kuinka usein niitä käytetään, käyttäjät ja tavoite käytössä, lyhyesti)

- 1.19.1 Web-sivut
  - 1.19.2 Sosiaaliset verkostot / Sosiaalinen media
  - 1.19.3 Web –analytiikka
  - 1.19.4 Asiakastiedon keräys, uutisanalytiikka ja markkinatieto
  - 1.19.5 CRM
  - 1.19.6 Sähköpostit ja kampanjat
  - 1.19.7 Muut, mitä?
- 1.20 Vapaa kuvaus käytettävistä työkaluista ja niiden käytöstä? Mitkä työkalut ovat yritykselle erityisen tärkeitä, miksi? Minkä työkalujen käytössä yrityksessä on erityisesti onnistuttu, miksi?

### **Sosiaalinen media yrityksessänne**

- 1.21 Mitkä ovat yrityksenne tavoitteet sosiaalisessa mediassa ja miksi olette siellä läsnä?
- 1.22 Miten yrityksenne käyttää sosiaalista mediaa? Käytetäänkö sosiaalista mediaa ohjatusti ja hallitusti, vai onko sen käyttö työntekijöiden oman aktiivisuuden varassa?
- 1.23 Kuinka usein yrityksessänne käytetään sosiaalisen median palveluita, ja paljonko niihin käytetään aikaa ja muita resursseja?
- virallista työaikaa
  - vapaa-aikaa
- 1.24 Mitä sosiaalisen median työkaluja/kanavia yrityksenne käyttää?
- 1.24.1 Sosiaaliset verkostot
  - 1.24.2 Microblogit
  - 1.24.3 Blogit
  - 1.24.4 Wikit
  - 1.24.5 Videopalvelut
  - 1.24.6 Muut, mitkä?
- 1.25 Kuinka moni henkilö yrityksessänne käyttää niitä?
- 1.25.1 Kuinka moni käyttää virallisten työtehtävien puitteissa työajalla?
  - 1.25.2 Kuinka moni epävirallisesti työajalla ja vapaa-ajallaan?
- 1.26 Arvioi kunkin kohdassa 4.4 listatun palvelun osalta alla olevia asioita

- 1.26.1 Mitkä ovat kunkin käyttämänne SoMe kanavan päätarkoitukset ja syy käyttöön?
- 1.26.2 Mitkä ovat kunkin kanavanne pääkohderyhmä(t)?
- 1.26.3 Millaista sisältöä yrityksenne pyrkii tuottamaan kuhunkin kanavaan?
- 1.26.4 Kuinka paljon kävijöitä kussakin kanavassanne on kuukaudessa?
- 1.26.5 Kuinka usein mitäkin kanavaa käytetään?
- 1.26.6 Ketkä yrityksessänne käyttävät kutakin kanavaa?
- 1.26.7 Mitkä kanavat ovat hyödyllisimpiä ja mitkä vähiten hyödyllisiä?
- 1.27 Arvioi kohdassa 4.4 listattujen palvelujen hyöty eri käyttötarkoituksissa asteikolla (0 = Ei merkitystä ... 5 = erittäin paljon merkitystä)
  - 1.27.1 Työntekijöiden välinen kommunikaatio
  - 1.27.2 Sisäinen viestintä
  - 1.27.3 Tunnettavuuden luonti / PR
  - 1.27.4 Rekrytointi
  - 1.27.5 Potentiaalisten asiakkaiden hankinta
  - 1.27.6 Liidien hankinta
  - 1.27.7 Suoramyynti / kaupat
  - 1.27.8 Suora asiakasviestintä / asiakassuhteen ylläpito
  - 1.27.9 Epäsuora asiakasviestintä / imagoviestintä
- 1.28 Millaisia tuloksia kohdassa 4.4. mainitut kanavat tuovat (lukumääräinen arvio / kuukausi)?
  - 1.28.1 Uusia kauppvoja
  - 1.28.2 Uusia asiakkaita
  - 1.28.3 Uusia liidejä
  - 1.28.4 Uusia potentiaalisia asiakkaita, joihin syntyy suora yhteys
  - 1.28.5 Asiakasyhteydenottoja asiakkaan suunnasta
  - 1.28.6 Muita asiakaskontakteja (itse perään soitetut tai muuten tavoitetut)
  - 1.28.7 Arviodut tavoitetut potentiaaliset asiakkaat
  - 1.28.8 Potentiaaliset ja jo hakenneet työnhakijat
- 1.29 Mitä muita hyötyjä yrityksenne tunnistaa sosiaalisen median käytöstä?
- 1.30 Kuinka paljon, ja missä asiakasryhmissä uskotte sosiaalisen median lisänneen yrityksenne
  - 1.30.1 Tunnettavuutta

1.30.2 Myyntiä

1.30.3 Asiakaskuntaa

1.30.4 Työnhakijoita

1.31 Yrityksenne suunnitelmat sosiaalisen median käytöstä ja sen laajentamisesta tulevaisuudessa

### **Additional questions for Tuplaamo**

Millaisia sosiaalisen median työkaluja on olemassa myyntiin, markkinointiin ja asiakasviestintään?

- Mitkä niistä ovat sopivia B2B ympäristöön, miksi?
- Mikä olisi hyvä tapa aloittaa sosiaalisen median käyttö?
- Mihin työkaluihin pienen B2B yrityksen kannattaa keskittyä?
- Mitkä työkalut pienyrityksen kannattaa jättää huomiotta alkuvaiheessa?

Millaiset toimenpiteet tuovat yleensä parhaita tuloksia pienyrityksen B2B-markkinointiin

- Kanavat
- Eri kanavien käyttötarkoitus ja tavoitteet
- Sisältö
- Taajuus, käyttäjät ja käytettävät resurssit

Millaisia tuloksia pienyritys voi sosiaalisen median markkinoinniltaan odottaa?

Mitä vinkkejä antaisit vasta lyhyen ajan toimineelle mutta kokeneelle B2B siivousyritykselle sosiaalisen median käytön aloittamisessa sekä ensimmäiselle kolmelle vuodelle?



<b>Social media marketing</b>	<b>Traditional marketing</b>
A blog post is published	
A prospect sees a blog post and comments on it	
The prospect is contacted through traditional means	
Positive image reinforced in social media	Sales meeting and sales pitch
Contract	
The customer is encouraged to become active in the company's social media presence	Customer relationship management, ensuring customer satisfaction
Customer is asked for LinkedIn, blog and Youtube -references	
Reference is published, improves image further + attracts new leads	
Reference shared on social networks - makes company more attractive for recruiting	Added workforce helps guarantee customer satisfaction